

Impacts of “Organizational Management’s Tasks” on “Making the Staff’s Social Responsibility”

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Abstract: This research with respect of bringing up the points of views related to management tasks and the staff’s social responsibility in today’s highly dynamic organizations probes the impact of the management tasks on making the staff’s social responsibility. Planning, organizing, directing and controlling and mobilizing the resources are the basic tasks of management. The social responsibility in any corporation as well as continuous commitment of business units is to behave ethical and to cooperate in the way of economic development so that, the quality of the workforce and their families’ lives as well as local and community forces will have been being broadly improved. In terms of work ethics, there is a question about the nature of who should be responsible. On the one hand, the organization’s employees and managers are responsible for doing works and in the other hand in addition to these people, the collective responsibility level should be differentiated from the individual one. This study is applicable in aim and descriptive survey in its nature. In order to achieve the purpose of research, sample of 225 people were selected randomly among the statistical society including all the personnel and managers of industrial companies in Fars Province. To test the all hypotheses of research and get the results, LISREL Software and structural equation model were used. The results of the research showed that the management tasks as planning, organizing, directing and controlling and mobilizing the resources, all have positive impacts on social responsibility.

Key words: Planning, organizing, directing and controlling, mobilizing resources, social responsibility

INTRODUCTION

Organizations today due to more than ever interaction with around environment and society in which they operate and live, in such a way have to interact with the community for a continuation in their activities and business not only not to damage society but also their activities and results are beneficial for society. One of the most important issues which many organizations currently try to get more acceptance through it is the legitimacy or authority discussion. Therefore, those organizations could have more presence in the markets that are legitimated (Barney, 2000).

This legitimacy is not a matter that can be bought or brought from somewhere but as a matter of credibility the organizations should behave in society till earn it. Social responsibility is the decision makers’ commitment to an action that totally not only provides their own resources, but also provides improvement and enhancement in welfare of community. Managers of today’s organizations

because of the primary and secondary interaction with the primary and secondary environment should consider the primary and secondary collective benefits on making decision (Akdere, 2006).

The managers in addition to have sufficient information and expertise relating to primary group (initial population) including the ways to earn profits and supply products and income should consider the ways to achieve the necessary expertise dealing with secondary group (Gregory and Ricky, 1995).

It is more importantly the acceptance of organizations by the community depending on responsibility or competency, therefore the inviolability of legitimacy and acceptance should be considered for their decision-making which has an impact on society. In this regard, many models have been introduced in recent years in the world to consider their organizations trying to gain legitimacy and acceptance in their community. So in this study, we have spent on probing the impact of

dimensions as the management tasks on making staff's social responsibility in the industrial companies (Kannan and Aulbur, 2004).

The necessity of doing the research: Weakening the external communications and increasing the losses in the organizations which caused by lack of social responsibility would be followed by further emphasis of the management on centralization. In other words, organizations engage eliminating lack of social conscience, sociopathic and antisocial instead of spending time and energy on the main goals.

It seems that some of the staff search something beyond the material rewards in the career such as social responsibility. In fact, social responsibility is the descriptor of the employees' experience whose work are accepted, meaningful and purposeful in association with the community. Especially when social responsibility values are widely spread among the staff and human resources management is done in compliance with social interests; enterprising success would be increased. Also social responsibility experience in the organizational work will be accompanied by increasing the creativity, honesty, confidence and work conscience which in turn makes high level of organizational commitment necessary in order to increasing the organizational performance (Fukuyama, 1995).

Literature review

Management functions: The function refers to main and essential activities which are absolute necessity in goal achievement (Lee and Kim, 2001).

Henry Fayol was the first who divided and defined process management to tasks or functions. He diagnosed five basic tasks in management (Gregory and Ricky, 1995):

- Planning: the forecasting and providing facilities for the future operation
- Organizing: the composition and allocation of personnel and other resources to do the job
- Commanding: the guidance and direction of people in doing work
- Coordinating: the joining together and unite all activities and efforts
- Control: the consideration on implementing all affairs according to regulations and directions

Social responsibility

Theoretical principles of social responsibility: Expressing the social responsibility discuss tangibly refers to the time of Adam Smith, the late 18th century. He spent to the general welfare promotion issue and believed that competitor' entrepreneurs efforts naturally are to protect the public interest (Lin, 2001).

In the 1890s Andrew Carnegie identified the social responsibility. Carnegie's view was based on two principles, the principle of benevolence and the principle of guardianship. The benevolence principal is considered as one of the individual responsibilities not organizational but according to the guardianship principle, organizations and wealthy individuals have to know themselves as guardian and caretaker of the poor (Flap, 1991).

In contrast to this view, in the 1970s and 80's of environmental issues caused re-expression the issue of social responsibility. Milton Freedman, the famous economist is one of the pioneers who expresses business organizations responsible as maximizing the benefits within the law without any plot or ploy and believes that social issues should be left to individuals and institutions, because determining the relative needs and sizes is not in case of corporate executives and if this happens causing the impact on corporate incomes.

Now, researchers have provided different definitions for corporate social responsibility. Below refer to some of this definitions:

Social responsibility includes economics, law, ethics and humanitarian expectations of business units that extends to all stakeholders. Here stakeholders are defined as any group or individual who can impact on activities and decisions, policies, procedures or the organization's objectives (Gold *et al.*, 2001).

Some researchers define corporate social responsibility as the activities aimed at improving some social goals that go beyond financial goals which are accomplished.

Another group of authors define the corporate social responsibility as follows: "Companies against the constituent groups in the community apart from shareholders and beyond what have been described by law and union contracts they have duty. Also, Holm and Watts define CSR as continued commitment of the business unit to behave ethically and in order to progress the economic cooperation which broadly improves the quality of the workforce's life and their families and also the local and social forces (Lee and Kim, 2001).

A brief look at definitions indicates that the authors still do not agree on a single definition but in many ways are similarities between different definitions. But in general we can say that all definitions are based on the principle that social responsibility is shown the organization's tasks toward all their stakeholders (Fukuyama, 1995).

Social responsibility of enterprises and organizations: In further research on ethical issues in order to determine the level of corporate social responsibility, different aspects including employees, customers, the environment, health, education, rural development and institutions are considered in society.

In this study, to comply with Abbott and Manson, Zaman Khan, Sandhu and Kapoor, for social responsibility four dimensions as customers, employees, the environment and institutions in society are considered which is presented a brief description of each of these dimensions in the following (Hung *et al.*, 2005).

Corporate social responsibility in connection with customers includes the activities that a company could do to provide customer satisfaction so that, the principles of quality management can also be customer-oriented and continuous improvement which noted. Customer-oriented principle states that companies depend on their customers and therefore should understand clients' present and future needs and strive to exceed customer expectations. The aim of continual improvement of a quality management system is to increase the likelihood of achieving more satisfied customers and other interested parties (Barney, 1986; Richard, 2008).

The second aspect of social responsibility is the human resources which constitutes an important part of society and do not participate without the cooperation of our employees to be successful. In general, the quality of working conditions for staff and also affects their economic and social progress because the social and financial costs resulting from disease, injuries and deaths from workplace conditions is high and unexpected and severe pollution and other risks of harmful work environment for employees may have consequences on society and the environment. Acceptance of social responsibility for health and safety activities can reduce costs, improve employee morale and welfare and increase production.

The third dimension of social responsibility is environmental responsibility which is an important aspect of social responsibility as a requisite for human survival and success. Environmental issues are in close conjunction with human rights, development and community involvement and other core subjects of social responsibility. A company cannot ignore problems of the environment in which it operates. Companies can take action to protect and restore the natural environment such as planting trees and maintaining pastures and farmland and forests and its eco-systems. They can also be more responsible their environmental performance by preventing the air pollution, for example, prevention of the pollution spread in the air, prevention of pollution discharge in water, lack of production of solid and liquid wastes, prevention of contamination of ground and soil, non-use or disposal of hazardous and toxic chemicals and other pollutants arising from activities, products and organizational services all should be improved (Richard, 2008).

The fourth aspect of the social responsibility is the sense of responsibility on the institutions of society. Today, it is accepted that companies with communities and institutions which interact, they are in relation and their continuity and survival are dependent on to health and sustainability, stability and success of these institutions. So, a company itself is responsible for the welfare and development of the institutions. One of the business unit's responsibilities towards the society is to pay a portion of their profits in order to facilitate education and culture, health and so on because education is a basis for any kind of economic and social development and culture is an important component of community and social identity. Promotion of the education and the promotion and protection of culture have a positive impact on development and social solidarity (Ivanovich, 2007; Kannan and Aulbur, 2004).

The concept of responsibility: In terms of work ethics, more effort is based on the distinction between the types of responsibility. For this purpose, must be clear about the concept of responsibility of attitude often refers to a relationship between people and their environment. In the field of communications between people and organizations, implies the responsibility to answer; the answer is nothing more than a projection, for example, answers like, "This is our way" or "market factors leave no choice for us" nothing more than justification. In responsibility, the individual's attitude towards which does is also a part of his response in which this response may be questioned (Flap, 1991).

Responsible action requires a response which based on the intentions and motivations of actions and activities should be provided. Bovens claims to be responsive should be exist the opportunity to act responsibly.

Freedom is a precondition for acting responsibly. This general precondition can be divided into several aspects such as desire to act, ability to anticipate and foresight, possibility of taking action and existence of skills in conscious assessment (Gregory and Ricky, 1995).

Levels of responsibility: In terms of work ethics, there are questions about the nature of who should be responsible. On the one hand, an organization's employees and managers are responsible for doing things and on the other hand in addition to the people, should be differentiated the collective responsibility from responsibility at the individual level. In this regard should also consider the different levels such as a group, an organizational unit, a business or an organization as a whole. Figure 1 shows these levels.

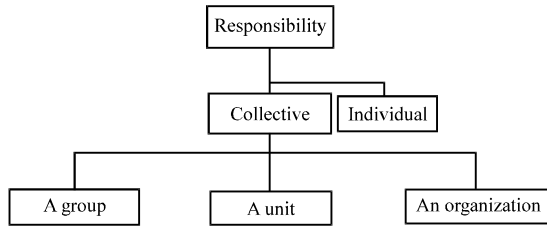


Fig. 1: Levels of responsibility

In the literature concerning to corporate responsibility there is a lot of attention to this issue whether:

- Can an abstract unit like an organization be responsible?
- In other words, can responsibility be attributed to a single abstract as an organization? (Bollen *et al.*, 2005)

The starting point for this discussion is that actually an organization does not have any sense or any awareness and cannot act by itself and understand or analyze the values. Verhan discusses on this basis that organizations actions purely have secondary, subsidiary and implicit concept. In organizations the main perpetrators are human beings who are active and work toward organizational purposes. Therefore, the causes of the activities by the organization are identified (Hung *et al.*, 2005).

In this point of view, organizational actions are considered as secondary because through the instructions are that the organizational objectives and orientations find legitimacy. In contrast, French using the same logic emphasizes on the importance of formal decision-making structure and known rules stresses. The rules focus on corporate interests. Therefore, an organization has its own interests, regardless of the employees' desires. A total capacity for responsible behavior depends on the nature of the ability of a human being (Beheshtifar and Noroozi, 2013).

Just like individual desires, an organizational desire can also stimulate responsible behavior or prevent it. However, there are significant differences between individual actions and collective activities. When a person performs an action making decision to do responsibly or irresponsibly. But in case of collective activities, this is not true. When people work together, despite of the fact that everyone may do the work and tasks, maybe the desired result is not achieved. In collective activities, the preconditions that activities are in line with people's desires is not so valid (Richard, 2008).

Instead of it, the organizational management is responsible to organize the process in which individual employees can see beyond their actions and thus can prevent the occurrence of irresponsible action (Stephen, 2002).

Role of senior directors in developing the social responsibility:

As it is previously mentioned, in dividing the components of social responsibility, three dimensions as economic, social and environment were acknowledged in which Corporate Social Responsibility (CSR) can be measured in three areas including the interests of shareholders and employees, interests of society and people and environmental considerations (Akdere, 2006; Barney, 2000).

In the interests of shareholders and employees, upgrading the financial performance, reducing the operational costs, corporate brand excellency, increasing sales and customer trust, greater productivity and higher quality, reducing the need for new regulation, accessibility to finance, promoting product safety and reducing the need for new safeguards are practical standard. In the interests of society and people's participation and also participation in public beneficial affairs, presenting employees voluntary plans, public participation in public education, employment and programs to help the homeless and safety and product quality are considered.

In the field of environmental considerations, recycling more materials, function and durability of most products, greater use of renewable resources and use of environmental management in business plans includes assessment and life cycle costs and environmental management standards, all are used as the corporate responsibility indicators.

In this context, the senior director can play an important role in implementing the corporate social responsibility strategies by human resources participation and also through negotiations and achieving the common results with other elements of civil society such as NGOs, the UN and regional and local governments (Barney, 2000; Kannan and Aulbur, 2004).

Relationship between social responsibility and managerial ethics/values:

Anderson in the book of "Managerial skills and organizational performance" writes about the differences in management ethics and social responsibility: "both morality of management ethics and social responsibility in respect to compliance with the values, norms and social ethics principals are the organizational goals suppliers by managers with the difference that social responsibility relate to the macro issues of organization and ethics relates to the behavior of individual employees and managers".

Also Robert (2013) says: "Ethics is discussed on the individual behavior within the organization while social responsibility organization consider on how to deal with clients, employees, investors, shareholders and other institutions and companies as competitors and in general the society which is an attempt to create a balance between the obligations and duties of organization and management" (Akdere, 2006). Organizations and managers have four categories against the responsibilities and ethical obligations:

The first category has a defensive strategy. This category of managers does not have the ethical commitment and hurts the environment and workers and tries to rob them.

Second category has a reactive strategy. This category of managers has not ethical obligation but as a result of pressure from external factors acts upon their obligations.

Third category has an adaptive strategy. This category of managers has accepted the ethical obligation and without without threats and pressure does its work.

Fourth category has an effective strategy. This category of managers has accepted ethical obligation and willingly serves to do the action.

In another explanation of the relationship between ethics and social responsibility of the organization regarding to the questions such as: who is responsible? What they are? and what responsibility is for each of them? How to perform any of his responsibilities? The comprehensive and coherent answers to these questions create your organizational ethical code. Organizational Ethical code is edited to make the organization committed on it and implemented its own responsibilities (Lin, 2001).

As a comprehensive view the ethics is included: the distinction between right and wrong; the definition of topics and issues in terms of spiritual phrases and applying the spiritual principals for a practical situation. (Appelbaum *et al.*, 2007; Chris, 1977; Fukuyama, 1995)

Review on internal and external profiles of research:

Balakheili (2013) in his master's thesis at the Islamic Azad University of Mashhad branch researched the relationship between spiritual intelligence and organizational loyalty of natural resources staffs and found out there is a positive and significant relationship between spiritual intelligence and organizational loyalty of staff in the General Department of Natural Resources of Golestan Province. The results also showed minor hypotheses there are significant positive and relationship between the components of spiritual intelligence (Existential critical thinking, personal meaning production, higher awareness and self-awareness expansion) and

organizational loyalty. The Kruskal-Wallis test results showed a significant difference does not exist in the level of spiritual intelligence and organizational loyalty between men and women (Balakheili, 2013).

Dadashi in an article titled "Impact of managers' spiritual intelligence on employees' performance in public organizations" showed that spiritual intelligence of managers has a considerable effect on the performance of employees and the components of mean making have the greatest impact on performance.

Saghaei in his master's thesis as "Probing the relationship between spiritual intelligence and social capital in General Education Department of Golestan province with a review of 261 employees in the administration and management of the city using a Naseri spiritual intelligence and social capital Nahpyt and Ghoshal's questionnaire and found out there is a significant and positive relationship between the components of spiritual intelligence (higher self-awareness, spiritual experiences, patience, forgiveness) and social capital.

Jamalzadeh in a research titled as Probing the Relationship Between Knowledge Management and Organizational Learning of staff at the Islamic Azad University of Shiraz Branch has achieved these results in which there are significant relationship between components of knowledge acquisition and organizational learning. There is a relationship between the components of knowledge creation and organizational learning. There is a relationship between the components of the application of knowledge and organizational learning.

Heidar (2012) in his study which titled as "Probing the Relationship Between Intellectual Capital and Organizational Innovation in Development Insurance Company" concluded that the Pearson correlation test showed a significant positive relationship between intellectual capital and organizational innovation. The test results showed that all components of intellectual capital (communicational, humanities and structural) have positive and significant relationship with organizational innovation. Also the regression analysis showed that among the components of intellectual capital, two aspects of human capital and communication as the predicting variables have the criteria for entry into the regression equation to explain changings in the organizational innovation (criterion variable), component of structural capital due to the lack of meaningful contribution in prediction of organizational innovation was removed from the equation.

Ali (2008) in a study spent on "Probing the effect of intellectual capital on organizational learning and their job satisfaction". The population of this study comprised of

227 nurses in Isfahan's hospitals. In this study, the original analysis has been performed by using the structural equation model based on a questionnaire. The results indicate that intellectual capital has an essential role in organizational learning and job satisfaction in nursing (Mohsen and Ali, 2015).

Salehi researched "The relationship between social responsibility and financial performance of companies listed on Tehran Stock Exchange". As the aim of this study was to investigate the relationship between social responsibility and financial performance of companies listed on the Tehran Stock Exchange, so the Corporate Social Responsibility (CSR) was measured through a questionnaire containing 53 questions about their social responsibility towards customers, employees, environment and community institutions (educational institutions, cultural institutions, sports organizations, health organizations, hospitals, charitable institutions, rehabilitation centers, etc.). It was used the information of 59 corporates during the years 2010-2006. To analyze the data, regression methods were used. The results showed there is a relation between the company's financial performance with responsibility toward customers and associated institutions in society. But the financial performance of corporate social responsibility has not any meaningful relation with employees and the environment. This research will help managers to develop effective policies on corporate social responsibility which it is necessary to achieve better financial performance in the long term. Also, it provides an insight for companies in the role of social responsibility in terms of their future benefits.

Abdul Rani spent examining "The impact of spiritual intelligence on job performance in Malaysian governmental hospitals" in an article and said that the spiritual intelligence affects job performance in which gender, age and experience are not as the moderating factors.

Roberts (2013) in a study titled "Spiritual intelligence of Serving Leadership in the Workplace" showed that serving leaders have the higher levels of spiritual intelligence in their workplace and low levels of job stress and high levels of workforce engagement (with colleagues and occupational challenges, organizational commitment, organizational loyalty and motivation to improve the performance and overall level of performance) was observed in this environment.

Ayranci (2011) in his research spent on "Impacts of emotional intelligence and spiritual intelligence on financial performance" and showed that the results of spiritual intelligence and spiritual state have a little impact on financial performance.

Phusavat *et al.* (2011) in a research titled "The relationship between intellectual capital and performance" spent on evaluating the impact of intellectual capital on organizational performance. Findings confirm positive and meaningful effect of intellectual capital on organizational performance. The findings also showed that intellectual capital performance effects on all four markers such as return on equity, return on investment, earnings growth and employee productivity.

Blackman *et al.* (2012) examined "Corporate social responsibility and individual resistance". This study uses the literature on organizational learning and explains the states of the employees' willingness for corporate social responsibility, mental models, organizational assessment, development and disposition values and their impact on the program's success.

The research by Aguilera *et al.* (2007) gives attention to "The potential mismatch between people and organizational motivation for social responsibility". This theoretical study trains the role of motivation and learning to think and change in both mental models as a determining factor in the successful adaptation and effective corporate social responsibility and expresses learning function to support the social responsibility changings.

This research will help managers to develop the effective policies on corporate social responsibility to achieve better financial performance which is necessary in the long term. Also, it provides the insight for companies in role of social responsibility in achieving future benefits. Anderson in the book by the name of "Management skills and organizational performance" about the differences between the functions of management and social responsibility writes: "both the so-called management functions and social responsibility in relation to the consideration of values, norms and social ethics principals are suppliers of organizational goals by managers with this difference that social responsibility is in relation to macro issues (and the value system) of organizations while tasks can be associated with individual behavior of employees and managers".

Also Roberts (2013) says "Management tasks argues on the behavior of individuals within the organization, while social responsibility plans on how organization to deal with client, employees, investors, shareholders, other institutions, rivals and society in general and attempts to create a balance between the obligations and duties of organization and management".

MATERIALS AND METHODS

Developing hypotheses and conceptual model: In this study, the model and hypotheses are made according to

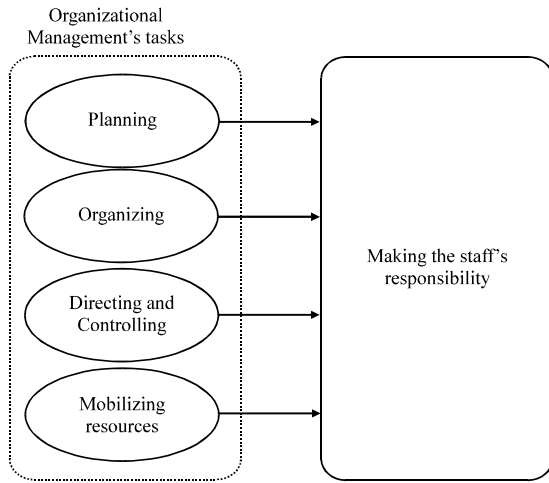


Fig. 2: Conceptual model of research

the literature and the relationship will be examined between the variables of planning, organizing, directing and controlling, resource mobilization and variable of the staff's social responsibility (Fig. 2).

Hypotheses:

- H₁: the task of “planning” has a positive impact on “social responsibility”
- H₂: the task of “organizing” has a positive impact on “social responsibility”
- H₃: the task of “directing and controlling” has a positive impact on “social responsibility”
- H₄: the task of “mobilizing the resources” has a positive impact on “social responsibility”

The research method is based on practical purpose. Theoretical foundations of this research will be collected by reading books and articles on this subject, so in this point of view, the research methodology would be libraries'. In this research the relationship between variables and relative impact has been investigated by causal descriptive approach. Therefore, this study is based on descriptive-survey and casual filed.

Population, sample, determine the sample size and sampling method: The population consisted of all employees and managers of industrial companies of Fars province. A questionnaire through random sampling were distributed. The formula for determining the sample size which used is as follows:

$$n = \frac{Z_{\alpha}^2 \times p \times q}{\epsilon^2} = 225$$

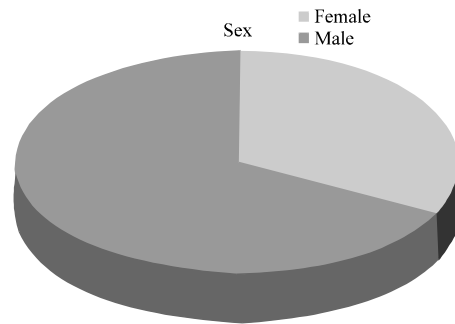


Fig. 3: The status of respondents based on gender

Table 1: Describing sample based on gender

Sex	Frequency	Percent	Cumulative percentage
Female	73	0.32	0.32
male	152	0.68	1.00
Total	225		

Table 2: Describing sample according to educational level

Education	Frequency	Percent	Cumulative percentage
Diploma	24	0.11	0.11
Associate degree	75	0.33	0.44
BS	111	0.49	0.93
MA	15	0.07	1.00
Total	225		

Where:

- N = Population
- Z_{w/2} = Confidence factor to the results of the sample
- P = Trait ratio in statistical sample which is considered equal to 0.5
- (1-P) = The lack of trait ratio in the sample which is considered equal to 0/5.
- ε = Accuracy (maximum acceptable error) and is considered equal to 0/06%

Data collection tools: The data collection is a standard questionnaire with Likert scale.

Analysis of data

Descriptive analysis of data and demographic characteristics of the sample

Sex: According to Table 1 and Fig. 3 in the sample from the entire staff (225 persons), 152 (68%) were male and 73 (32%) were female.

Level of education: According to Table 2 from the total respondents (225 people), level of education, 24 people (11%) diploma, 75 people (33%) associate degree, 111 people (49%) BS and 15 people (7%) has a MA, respectively (Fig. 4 and 5).

Work experience: According to Table 2 and Fig. 3-6 from the total respondents (225 people), 111 people (49%) 1-10 years, 78 people (35%) 10-20 years and 36 people (16%) 20 years and above work experience.

Data analysis: In order to analyze data and hypotheses, the structural equation modeling method was used. Structural equation modeling is one the statistical models to research the linear relationships between latent variables (unobserved) and manifest variables (observed). Through these techniques, the researchers can reject or affirm hypothetical structures' compliance with non-experimental data which are generally (and less accurately) called causal models.

Estimating the research model: When data sample are converted to the correlation matrix or covariance and described by a series of regression equations, the model can be analyzed (by using one of several available

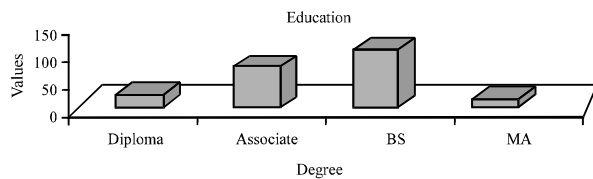


Fig. 4: The situation of the respondents in terms of education level

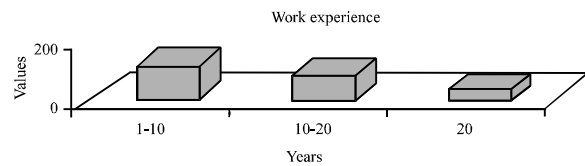


Fig. 5: The situation of the respondents in terms of work experience

computer programs) in order to determine fitness in the population which its sample has come out of it. It gives the estimations of the model parameters (path factors and error sentences) and some size to fit it with sample data. In Fig. 6, the measurement model which is obtained by using LISREL is shown.

Evaluating model fitness: After modeling and estimating relative parameters, the basic question that arises is whether the measurement model is appropriate or not. The answer to this question is possible only through the study of relating regression. The purpose of the regression is to what extent a model has consistency and agreement with the relevant data. Fitting sizes are obtained by comparing the estimated covariance matrix for population (based on the model which has been identified by researchers) with the sample covariance matrix which is calculated from the data. It is said that the model fits with the series of observed data when the covariance matrix of the implicit model is equivalent to covariance matrix of the observed model, i.e., residual matrix and its elements are close to zero.

When a model is exactly defined and has similar characteristics and relating estimation and examination become possible, then there are many ways to evaluate its fitness in which the most important of them are listed below.

The most important indicator of model fitness is Chi-square test (χ^2). Of course, this test involves considering a series of hypotheses that in some cases there is a possibility for failing these hypotheses. When the sample size is 75-200, χ^2 -test is reasonable size fitness. But for models with larger sample sizes, Chi-square is almost always statistically significant. In addition, the Chi-square test is also affected by the amount of existence

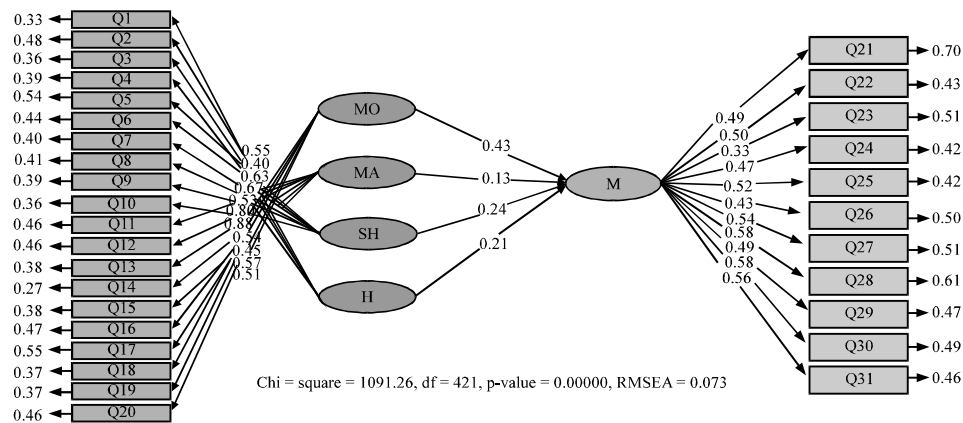


Fig. 6: Model study of estimated

correlations in the model and whatever the correlation is more, the fitness is weak. In this reason for fitting the models, other sizes have been developed.

According to the above issues to evaluate the fitness of the model it is used the indicators such as Chi-square on degree of freedom (χ^2_{df}), Root Mean Square Error of Approximation (RMSEA), p-value and CFI index.

The square root of the variance estimation error of approximation (RMSEA) is the size which is reported as a decimal based on other parameters center. The measure for good fitness is 0/05 or less. RMSEA fitness which are 0.1 or more have low fitness.

Comparative Fitness Index (CFI) is the size that if this index is greater than 0.1 it is considered as equivalent to 0.1 and if less than zero, zero is placed and as the same previous indexes if the amount of this fraction is between 90 and 95% it is considered acceptable while some researchers apply the cut-off point of 0/80.

Among the fitness indexes generally the index of RMSEA is favorable and CFI considered as the best indicator. In general fitness indexes are placed in the range between zero and one. coefficients that are higher than 0/90 is considered acceptable, although as like as surface, $p = 0/05$ is optional.

In this research, the amount calculated for RMSEA index is 0/073 and CFI = 0/92 and $\chi^2_{df} = 2/46$ which is indicated the acceptability of the research model.

Presented criteria and relative comparison with the desired value for an adjusted model showed the best fitness to the model. The remarkable thing in fitting the model is while the fitness confirming structural model of the model but that model did not prove that the model is only the valid model.

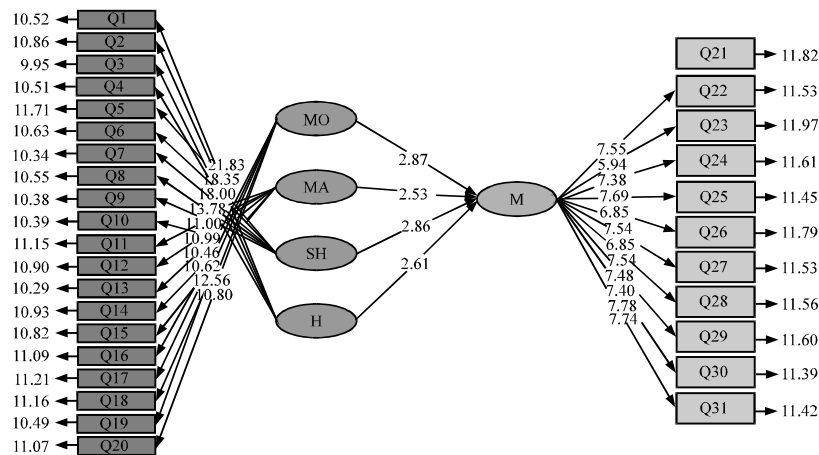
RESULTS AND DISCUSSION

The results of hypotheses: In this study, we spend on probing being the meaningful and the significance of values which obtained in the model, in conjunction with significant numbers, it must be said, since in this study and in confidence level of 0/95 or error level of 0/05 we follow testing the hypotheses, for t-test the numbers are meaningful and significant which are larger than -1/96 and +1/96. This means that if the t-test number would be between -1/96 and +1/96, it is meaningless. In the following model (Fig. 7) values obtained for the t-test are significant and can examine causal relationships (parameters with latent variable) and effects (latent variables together) with respect to the items listed in Fig. 7, the model for fit indices in good standing. Thus, we examine the hypotheses according to the Fig. 7 and Table 3.

H₁: The task of planning has an impact on social responsibility. Test of hypotheses 1 is investigated according to the Fig. 7 and Table 3. The path coefficient of latent variables of planning on the variable of social responsibility $\beta_1 = 0/21$ with t-value equal to 2/61 at the error level of 0/05 and confidence factor of 0/95 is meaningful and significant, therefor as a result, the null hypothesis based on lack of relationship is rejected (accept the hypothesis 1).

Table 3: Describing sample in terms of work experience

Work experience	Frequency	Percent	Cumulative percentage
1-10 years	111	0.49	0.49
10-20 years	78	0.35	0.84
20 years	36	0.16	1.00
Total	225	100.00	



Chi-square = 1091.26, df = 421, p-value = 0.00000, RMSEA = 0.073

Fig. 7: Coefficients t-statistic model

H₂: The task of organizing has an impact on social responsibility. Test of hypotheses 2 is investigated according to the Fig. 7 and Table 3. The path coefficient of latent variables of exogenous organizing on the variable of social responsibility $\beta_1 = 0/24$ with t-value equal to 2/86 at the error level of 0/05 and confidence factor of 0/95 is meaningful and significant, so as a result, the null hypothesis based on lack of relationship is rejected (accept the hypothesis 2).

H₃: The task of directing and controlling has an impact on social responsibility. Test of hypotheses 3 is investigated according to the Fig. 6 and Table 2. The path coefficient of latent variables of directing and controlling on the variable of social responsibility $\beta_1 = 0/13$ with t-value equal to 2/53 at the error level of 0/05 and confidence factor of 0/95 is meaningful and significant, so as a result, the null hypothesis based on lack of relationship is rejected (accept the hypothesis 3).

H₄: The task of mobilizing the resources has an impact on social responsibility. Test of hypotheses 4 is investigated according to the Fig. 6 and Table 2. The path coefficient of latent variables of mobilizing the resources on the variable of social responsibility $\beta_1 = 0.43$ with t-value equal to 2.87 at the error level of 0/05 and confidence factor of 0/95 is meaningful and significant, so as a result, the null hypothesis based on lack of relationship is rejected (accept the hypothesis 4).

CONCLUSION

Humans are social beings that lives in a community from birth to end of life and is constantly interacting with other human beings. They always need to learn how to live together. Some social skills are that one learns in the process of socialization and by learning them properly they can lead to the formation of social responsibility. Social responsibility is known in having a sense of decision making, creativity and independent thinking which is the opposite point of submission and submissive behavior. In recent decades, social responsibility has been emerged as an extension of the field of study which was previously called civility and citizenship education. This new concept is much broader, thus includes the development of social skills that enable the individual to be responsible and active member in the larger community and the political community. Ford defines the social responsibility as following the social rules and meeting the expectations that society expects from individual. These rules are caused by social roles and actually expresses the cultural and social norms and shows how the commitment of the individual is related to the other

people in society. This study aimed to investigate the relationship between the functions of management and staff's social responsibility in which the results showed that the management tasks affected the staff's social responsibility.

Results of the Table 1-3 in addition to the sample distribution of Fars industrial companies, show that the highest number of employees are male and among these results the highest work experience in the category is 1-10 years and Bachelor's degree (49%). The results show that a positive and significant correlation between the dimensions of the management tasks and social responsibility, thus it can be claimed that the four variables as management tasks impact on staff's social responsibility and indicates whatever the management tasks is more implemented, Fars industrial companies has more social responsibility. Regarding to obtained results that any strengthen in implementing the organizational management tasks is accompanied by strengthen in employees' social responsibility that is consistent with previous results. Human resources along with other components and elements, are part of social responsibility and behavior (responsible) of human resources depends on the performance of organizational management tasks.

Management tasks with features such as a managerial spirit of bailment, justice, respecting and giving the freedom to employees causing a stronger sense of employees' social responsibility toward society which in turn causes the employees have a more tendency to perform duties beyond the official behavior. The extent in which the person-organization fit occurs, employees become more willing to engage in organizational behavior. Tsao's study is also somewhat confirms the results obtained in this field; he believes that when people in an organization (responsibly) work, they increase the things proper to organizational values and in doing their jobs feel that belong to organization, therefore they develop their own responsibility towards society.

Poor responsibility in the workplace impacts on the individuals' attitude toward job, management and organization which can impact on individual, group and organization. Power of (management tasks in) the organization is able to significantly assist organization in reducing stress and success in achieving the effective goal and makes organizations responsive (to society and community). Today, tasking the management in making the staff's social responsibility is as a competitive advantage which arises in the organization. Social responsibility in organizations will lead the staff emotionally to introduce and connect with the community as a member of the society in which they are happy and do their utmost to achieve the organization's goals. Strategic role (management tasks) in the success of

future-oriented organization is undeniable and away from society and society makes it more vulnerable and disadvantaged. Implementing the tasks causes strategic advantage.

RECOMMENDATIONS

Actually responsibility is a key factor in organizational life and making responsible the organizational individuals increases favorable behaviors in line of the organizational objectives and it is recommended that senior managers of the organization with efforts in to the social responsibility increase favorable behaviors in line of the organizational objectives which cause to obtain the goals.

It is recommended to the organizational managers to create a sense of responsibility in the workplace and the use of non-material tools, insight and innocent prudence in human resources by making this feeling whose work are meaningful and purposeful and challenging in which these will bring growth and progress for the organization.

By tasking the management in the workplace this feeling occurs among staff who would be themselves also responsible in which the employee in this condition in the workplace will develop a positive work.

Middle managers were always emphasized that have appropriate behavior with employees in the preservation of human values and spiritual frameworks and avoid give orders and imperative collisions as much as possible to create this believe in the staff that atmosphere of their workplace is a responsible-oriented and the organization considers special respect and value for them which leads to employee's satisfaction and makes them responsible. In order to strengthen and promote the good work it is encouraged and appreciated and efforts to create a bond among employees and engage the goals of the organization to be done.

Regarding to the research findings also it is suggested by forming teams consisting of experienced, motivated and creative managers in teamwork sessions it would be discussed about the tactics to achieve social values and strengthen them while in order to strengthen and promotion, good works should be encouraged, honored and appreciated and to be placed the efforts to create an emotional bond among employees and engage them with organizational goals.

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